

EXHIBIT L

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Message

From: Ben Galbraith [bgalbs@google.com]
Sent: 2/27/2019 6:06:04 PM
To: AbdelKarim Mardini [mardini@google.com]; Alex Ainslie [ainslie@google.com]
CC: Vivek Sekhar [vsekhar@google.com]; Parisa Tabriz [parisa@google.com]; Alex Nicolaou [anicolao@google.com]
Subject: [Urgent] Browser UI concepts aligned w/ [REDACTED]

Hi Mardini, Alex,

We're aligning on some revisions to the [REDACTED] plans that incorporate some elements for which visual concepts which be quite helpful for some upcoming exec reviews:

- Hiroshi on Mar. 7th
- Sundar on Mar. 21st

The concepts are:

[REDACTED]

We'd like to iterate on some concepts to illustrate these concepts (positioning them as WIP and conceptual).

Given the distribution of the teams, what's the right way to get a tight loop going on this work? Should we engage w/ Hwi on the platform side, and have her coordinate w/ various UX counterparts?

Should we give collaborate with Rory and the MUC team and give feedback? This is fine, but I'm mindful of differing priorities between the [REDACTED] team and the MUC team.

Thanks for your help!

Ben

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